

18 June 65

~~Miriam,~~ Ray

I believe we need  
do nothing more on out-  
placement. Personnel seem  
to have this well in  
hand.

V.V.

Approved For Release 2002/08/14 : CIA-RDP84-00780R000600120002-3

27 January 1965

Colonel White:

Mr. Kirkpatrick would  
like to meet with you, Mr.  
Echols,   
next Tuesday, 2 February,  
at 3 p.m. to discuss Agency  
outplacement.

STAT

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~~SECRET~~

DETS 64-6323

*Personnel 17*

14 December 1964

MEMORANDUM FOR: Mr. Kirkpatrick

Kirk:

Emmett Echols and I have discussed our outplacement program at length and submit the attached "think-piece" for your consideration. If you think that it has merit, I suggest that we have a brief meeting to discuss implementation of the program.

I feel strongly that this program cannot be accomplished by the Office of Personnel without the full support of the entire Agency. If we are to be successful in selling to others those people who are no longer desirable for Agency employment, everyone will have to put his shoulder to the wheel. It will also take some push from the Office of the Director along with the cooperation of the other Deputies and many senior officers.

*/s/*

L. K. White

Att: Memo dtd 11 Dec 64 to ExDir-Comp  
fr D/Pers, subj: "Agency Outplacement Program"

cc: D/Pers w/att

DD/S:LKW:sbo

Distribution:

- 0 - Adse w/0 of att (Return to DD/S)
- 1 - ER
- 1 - DD/S chrono
- ✓ 1 - DD/S subject w/cc of att

~~SECRET~~

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TRANSMITTAL SLIP		11 December 1964
TO:		
Colonel White (via Mr. <del>Bennett</del> <i>man</i> )		
ROOM NO.	BUILDING	
REMARKS:		
Recommend your initials.		
V.T. VRT		
Col. White - sounds good		
[Redacted] Has the dir		
to make it work as well as any		
program of this nature can		
FROM: <i>be effective</i> / <i>RA</i>		
ROOM NO.	BUILDING	EXTENSION

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STAT

UNCLASSIFIED		CONFIDENTIAL		<input checked="" type="checkbox"/> SECRET	
<b>CENTRAL INTELLIGENCE AGENCY</b> <b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS			DATE	INITIALS
1	[Redacted] 7-D-18 Hqs.				
2					
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b>  <p>Mr. Echols discussed the proposal for putting this function under PRD and Colonel White agreed. Colonel White requested that he would expect to find the paper on his desk Monday and that he wanted to take it personally to Mr. Kirkpatrick to discuss it.</p>					
FOLD HERE TO RETURN TO SENDER					
FROM: NAME, ADDRESS AND PHONE NO.				DATE	
[Redacted]					
UNCLASSIFIED		CONFIDENTIAL		<input checked="" type="checkbox"/> SECRET	

11 DEC 1964

**MEMORANDUM FOR:** Executive Director--Controller

**THROUGH :** Deputy Director for Support

**SUBJECT :** Agency Outplacement Program

**REFERENCE :** Action Memo A-431 dtd 31 Sep 64, same subject

1. As requested in reference, this memorandum submits for your consideration a proposal for providing positive and personalized outplacement assistance in appropriate cases.

2. Review of the existing outplacement program shows that current procedures effectively meet the needs of individuals who have identifiable and generally marketable skills. Such individuals require help in the preparation of applications and resumes and in identifying appropriate job leads but do not require personalized assistance in selling themselves to prospective employers. The majority of employees who leave from the Intelligence, Science and Technology, and Support Directorates are in this group.

3. On the other hand, our experience in outplacement activity, dating back to 1958, shows little success in an impersonal, institutionalized approach to outplacement of those individuals who do not have readily usable and demonstrable skills which can be immediately transferred to employment areas outside of the Agency. In 1959, we contracted with a commercial employment search firm to assist in finding positions for such individuals; during the one-year term of the contract, the firm could not place even one of our referrals. Somewhat later, an outplacement officer personally contacted a number of employment agencies in New York City regarding job-search assistance for such individuals; in each case, he was advised that the employment agency could not even arrange interviews for an applicant who did not possess immediately usable skills which the agency could sell to prospective employers. In addition, efforts have been made over the years to use Contact Officers, Recruitment Officers, and other Agency personnel who are in regular contact with potential employers in the outplacement effort; however, these efforts were unproductive in placing the individual whose qualifications were not immediately transferable to other employment areas.

4. The Agency has adopted a policy of providing outplacement assistance to all employees, with a few exceptions, who are leaving the Agency. In addition, it has clearly expressed its intent to provide special service when needed by deserving employees who must leave the Agency and who desire or require outplacement assistance, such as those who retire early under the Agency's new retirement legislation and those who are displaced as a result of ceiling reductions. However, most employees who leave the Plans Directorate after substantial periods of service and a few employees who leave other Directorates do not possess readily marketable skills and are thus in the category for which our current outplacement procedures are ineffective. A new approach is needed to provide special endorsement and sponsorship to assist these employees in locating opportunities and securing employment.

5. We believe that a Special External Placement Program, as outlined below, offers the means to provide such special assistance to those people whose personal characteristics and qualifications warrant the personal endorsement of senior Agency officials. This program is designed to exploit the job-lead potential represented in the close personal associations which many senior Agency officials have with key figures in private industry, education, government, and the professions. In large measure, its success will depend on the extent to which the official administering the program can enlist the active participation and support of senior Agency officials and, most important, restricting its application to individuals whom these officials can conscientiously recommend for other employment.

6. The Special External Placement Program is proposed to operate along the following lines:

a. Inventory of Job-Lead Potential: An organized approach to the identification and cataloging of the contacts of senior Agency officials which can be exploited for outplacement purposes is needed. After an initial educational program to explain the objectives of the program and the importance of full cooperation, the first step to take in establishing the machinery for this program is to obtain from each senior official information about his contacts who might be useful in the program. The next step is to catalog this information in relation to the kinds of positions which might be filled by the individuals to be assisted. The Outplacement Branch and other elements of the Office of Personnel should provide assistance in this process.

b. Selection of "Sponsor(s)" in Individual Cases: When an individual requiring and meriting this assistance is identified, appropriate job-leads will be identified in the inventory. Here again, the existing Outplacement Branch should be of assistance in analyzing the individual's qualifications and selecting appropriate opportunities. The Agency official(s) whose assistance will be required in exploring these opportunities should then be contacted and briefed fully on the case. Since he will be asked to give his personal endorsement, he should have every opportunity to review the individual's record and, if he desires, to interview him personally.

c. Preparation of Resumes and Applications: The individual, with substantial assistance from the Outplacement Branch, will prepare a resume or, when appropriate, application forms tailored to give the best possible presentation of his qualifications for the type of employment under consideration. Whether this material is transmitted to the prospective employer with an appropriate letter from the sponsor or is presented personally at an interview will depend on the circumstances of each case.

d. Personal Introductions: It may in some cases be necessary or desirable that the Agency sponsor accompany the candidate for his initial contact with a prospective employer. This judgment will probably best be made by the sponsor. If travel is involved, the Agency should pay the expenses of the sponsor.

**e. Follow-up:** The director of the program should maintain a continuing follow-up on active cases so that new leads can be provided when initial approaches have been unproductive and, on occasion, to push for a decision when a particular referral has been under consideration by a prospective employer for an undue length of time. He will also want to keep a record of successes and failures to identify those sponsors and employers who are most effective in this effort. Finally, while we do not propose that the Agency follow these individuals for the remainder of their working careers, it would be worthwhile to inquire some time after a placement has been made into the individual's progress in his new employment. Each successful placement can be exploited to generate interest and support for the program.

7. If this general proposal is accepted, the first actions to be taken are to identify the individual who will be responsible for directing this program and to have him placed appropriately in our organizational structure. We believe that [ ] would be an excellent choice to develop and implement this program. Aside from his thorough familiarity with the Agency and the various skills required of employees in the various components, he has a wide acquaintance with the officials whose cooperation and support will be needed and, of particular importance, he has energy and enthusiasm. In addition, as Chief of the Personnel Recruitment Division, [ ] has already available to him a nationwide contact in the employment market. We believe that the outplacement function in its entirety might well be transferred from the Personnel Operations Division to the Personnel Recruitment Division.

8. Funding and staffing requirements for the Special External Outplacement Program cannot be estimated with accuracy. It will be necessary to add a senior officer to [ ] staff to support this program and it may be necessary to provide an additional position for secretarial support. Also, in addition to the funds which will be required for the personal services of the program's staff, it can be expected that a substantial amount may be required for the payment of travel and related expenses of officers who accompany the "protoges" for the purpose of making personal introductions to prospective employers.

9. We shall be glad to meet with you at your convenience to discuss this program and its implementation.

/s/ Emmett D. Echols

Emmett D. Echols  
Director of Personnel

cc: [ ]

Distribution:

001 - Addressee (Subject) w/BACKGROUNDS

1 - DD/S

2 - D/Pers (1 w/held)

OD/Pers [ ] hc (11 Dec 64)



**SECRET**

DD/S 64-6082

Approved For Release 2002/08/14 : CIA-RDP84-00780R000600120002-3

*Personnel 17*  
1 DEC 1964

MEMORANDUM FOR: Director of Personnel

Eck:

I think it is unwise to have a clean-cut separation of the special (DD/P) program from the program for the remainder of the Agency. I think that it can all be done by one head if he is the right fellow.

Furthermore, this function belongs in the Office of Personnel. You couldn't get anybody (even me) to buy the suggestion that it go to the Office of the Director.

Please redo this very soon. In addition, let's come up with a name to head the program. I'd like to be able to discuss this with Kirk sometime very soon.

*White*  
L. K. White

Att: Draft memo dtd 17 Nov 64 to ExDir-Compt  
fr D/Pers, subj: Agency Outplacement  
Program (DD/S 64-6088)

DD/S:LKW:jrf

Distribution:

- 0 - Adse w/O of att
- ✓ 1 - DD/S subject w/T of att & background
- 1 - DD/S chrono

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**SECRET**

MEMORANDUM FOR: Executive Director-Controller  
THROUGH : Deputy Director for Support  
SUBJECT : Agency Outplacement Program  
REFERENCE : Action Memo A-43 dtd 11 Sep 64, same subject

1. As requested in reference, this memorandum submits for your consideration a proposal for providing positive and personalized outplacement assistance in appropriate cases.

2. Review of the existing outplacement program shows that current procedures effectively meet the needs of individuals who have identifiable and generally marketable skills. Such individuals require help in the preparation of applications and resumes and in identifying appropriate job leads but do not require personalized assistance in selling themselves to prospective employers. The majority of employees who leave from the Intelligence, Science and Technology, and Support Directorates are in this group.

3. On the other hand, our experience in outplacement activity, dating back to 1958, shows little success in an impersonal, institutionalized approach to outplacement of those individuals who do not have readily usable and demonstrable skills which can be immediately transferred to employment areas outside of the Agency. In 1959, we contracted with a commercial employment search firm to assist in finding positions for such individuals; during the one-year term of the contract, the firm could not place even one of our referrals. Somewhat later, an outplacement officer <sup>personally contacted</sup> a number of employment agencies in New York City regarding job-search assistance for such individuals; in each case, he was advised that the employment agency could not even arrange interviews for an applicant who did not possess immediately usable skills which the agency could sell to prospective employers. In

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addition, efforts have been made over the years to use Contact Officers.

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Recruitment Officers, and other Agency personnel who are in regular contact with potential employers in the outplacement effort; however, these efforts were unproductive in placing the individual whose qualifications were not immediately transferrable to other employment areas.

4. The Agency has adopted a policy of providing outplacement assistance to all employees, with a few exceptions, who are leaving the Agency. In addition, it has clearly expressed its intent to provide special service when needed by ~~important~~ deserving employees who must leave the Agency and who desire or require outplacement assistance, such as those who retire early under the Agency's new retirement legislation and those who are displaced as a result of ceiling reductions. However, most employees who leave the Plans Directorate after substantial periods of service and a few employees who leave other Directorates do not possess readily marketable skills and are thus in the category for which our current outplacement procedures are ineffective. A new approach is needed to provide special endorsement and sponsorship to assist these employees in locating opportunities and securing employment.

5. We believe that a Special External Placement Program, as outlined below, offers the means to provide such special assistance to those <sup>persons</sup> individuals whose personal characteristics and qualifications warrant the personal endorsement of senior Agency officials. This program is designed to exploit the lead potential represented in the close personal associations which many senior Agency officials have with key figures in private industry, education, government, and the professions. In large measure, its success will depend on the extent to which the official administering the program can elicit the active participation and support of senior Agency officials and, most important, restricting its application to individuals whom these officials can conscientiously recommend for other employment.

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6. The Special External Placement Program is proposed to operate along the following lines:

a. Inventory of Job-Lead Potential: An organized approach to the identification and cataloging of the contacts of senior Agency officials which can be exploited for outplacement purposes is needed. After an initial educational program to explain the objectives of the program and the importance of full cooperation, the first step to take in establishing the machinery for this program is to obtain from each senior official information about his contacts who might be useful in the program. The next step is to catalog this information in relation to the kinds of *positions which might be filled by* qualifications available among the individuals to be assisted. The Outplacement Branch and other elements of the Office of Personnel should provide assistance in this process.

b. Selection of "Sponsor(s)" in Individual Cases: When an individual requiring and meriting this assistance is identified, appropriate job leads will be identified in the inventory. Here again, the Outplacement Branch should be of assistance in analyzing the individual's qualifications and selecting appropriate opportunities. The Agency official(s) whose assistance will be required in explaining these opportunities should then be contacted and *briefed* fully on the case. Since he will be asked to *give* his personal endorsement, he should have every opportunity to review the individual's record and, if he desires, to interview him personally.

c. Submission of Resume and Application: The individual, with substantial assistance from the Outplacement Branch, will prepare a resume or, when appropriate, an application form tailored to give the best possible presentation of his qualifications for the type of employment under consideration. Whether this material is transmitted to the prospective employer with an appropriate letter from the sponsor or is presented

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personally at an interview will depend on the circumstances of each case.

d. Personal Introductions: It may in some cases be necessary or desirable that the Agency sponsor accompany the candidate for his initial contact with a prospective employer. This judgment will probably best be made by the sponsor. If travel is involved, the Agency should pay the expenses of the sponsor.

e. Follow-Up: The director of the program should maintain a continuing follow up on active cases so that new leads can be provided when initial approaches have been unproductive and, on occasions, <sup>push</sup> ~~to give additional~~ push for a decision when a particular referral has been under consideration by a prospective employer for an undue length of time. He will also want to keep a record of successes and failures to identify those sponsors and employers who are most effective in this effort. Finally, while we do not propose that the Agency follow these individuals for the remainder of their working careers, it might be worthwhile to inquire some time after a placement has been made into the individual's progress in his new employment.

7. If this general proposal is accepted, the first action to be taken is the selection of the official to direct the program. He should himself have wide acquaintance outside of the Agency and sufficient stature in the Agency to enlist the cooperation and participation of other senior officers in the program. He should be relieved of most, if not all, other duties at least during the initial phases of this effort so that he can concentrate his time, energy, and attention on it. The Office of Personnel should provide staff support in correlating the inventory of possible contacts with the qualifications of the individuals who require this special employment assistance and in the preparation of personal resumes and applications. However, to provide the status which we believe is necessary and to avoid distraction or diversion in

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be established as a special function operating out of the office of the Executive Director or, possibly, the immediate office of the Director.

8. Funding and staffing requirements for the Special External Placement Program cannot be estimated with accuracy. It may be necessary to provide ceiling spaces for the Director of the Program and for his secretarial support. Also, ~~Establishing~~ an increase of one position in the Outplacement Branch of the Office of Personnel will probably be required. In addition to funds required for the personal services of the individuals supporting this program, it can be expected that a substantial amount may be required for the payment of travel and related expenses of officials who accompany their "protégés" for the purpose of making personal introductions to prospective employers.

9. We shall be glad to meet with you at your convenience to discuss this proposal and its implementation.

Emmett D. Echols  
Director of Personnel

SECRET

Meeting with Mr. Echols

Thursday, 22 October, 2 p.m.

14 October 1964

Colonel White:

You sent the original of the attached Action Memo to Mr. Echols a week ago with a note that you wanted to discuss it with him when he had some ideas about how he planned to comply with the memorandum.

When I checked with his office about this today, they said that it would be about a month from the date of receipt before he would be ready to discuss means of compliance. Is this agreeable to you?

ILLEGIB — *No, I have <sup>SDB</sup> told*  
*to discuss this*  
*next week. He was*  
*aware that his office*  
*had said it would be*  
*a month. W*



10/14  
MR. BANNERMAN  
~~for information~~

REGISTRY

5247  
ER 64-6778  
DD / S R E G I S T R Y  
FILE Personnel 17

**OFFICE OF THE DIRECTOR**

In reply refer to  
Action Memorandum No. A-431

Date 30 September 1964

TO : Director of Personnel

THROUGH : Deputy Director for Support *13/2KZ* 7 OCT 1964

SUBJECT : Agency Out-Placement Program

**REFERENCE:**

1. Reference is made to my Action Memorandum A-415 of 31 July 1964 asking the Director of Personnel to review the Agency's out-placement program and make recommendations for its improvement, and to your reply of 18 September 1964 recommending (a) that the Agency adopt a policy of offering out-placement service to all employees (with certain exceptions) who are leaving our service, (b) that this policy and the functions of the Out-Placement Branch be formalized in Agency regulations, and (c) that the out-placement program continue substantially in its present form, though improved and refined.

2. Recommendations (a) and (b) above are approved.

3. Although the present out-placement program would be more than adequate for most Government agencies, I am not satisfied that it meets the special needs of the Central Intelligence Agency. I agree that any departing employee must sell himself to a new employer. But the very limits and handicaps CIA imposes on its employees in discussions with potential employers require that this Agency go far beyond the administrative assistance rendered by other agencies. Consequently you are instructed to:

A.  
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- a. Initiate a more aggressive and imaginative out-placement program, including an active search for employment possibilities followed by specific job references and introductions.
- b. Sponsor and coordinate throughout the Agency a program to exploit the internal potential for providing employment leads.

25X1 4. I shall expect a fresh and positive approach to this problem and have asked [redacted] Chief, Manpower Control Staff, BPAM, to follow your progress and keep me informed.

Lyman B. Kirkpatrick  
Executive Director

25X1 cc: [redacted]

**Distribution:**

Orig - D/Pers

✓ 1 - DD/S w/Ref and Background

7 Oct 64 - Orig to D/Pers with h/w note fr LKW: "When you have some ideas as to how you are going to comply with this memo I'd like to discuss it with you."